



COMMUNITY INVESTMENT PLAN

Creating Charlotte's
Future, Together.

Infrastructure and the Community Investment Plan

Mike Davis, City Engineer
Randy Harrington, Chief Financial Officer
Debra Campbell, Assistant City Manager

February 12, 2018

Imagine, Plan, Create
Charlotte's Future

Outline

- ① **Infrastructure Generally**
Mike Davis
- ② **How City Projects are Funded**
Randy Harrington
- ③ **The Community Investment Plan**
Debra Campbell



**COMMUNITY
INVESTMENT
PLAN**



Bridges

Traffic
Signals

Street
Lights

Sidewalks

Streets

Drainage
Systems

Trails

Underground Utilities

Water Lines

Sewer Lines

Storm Pipes

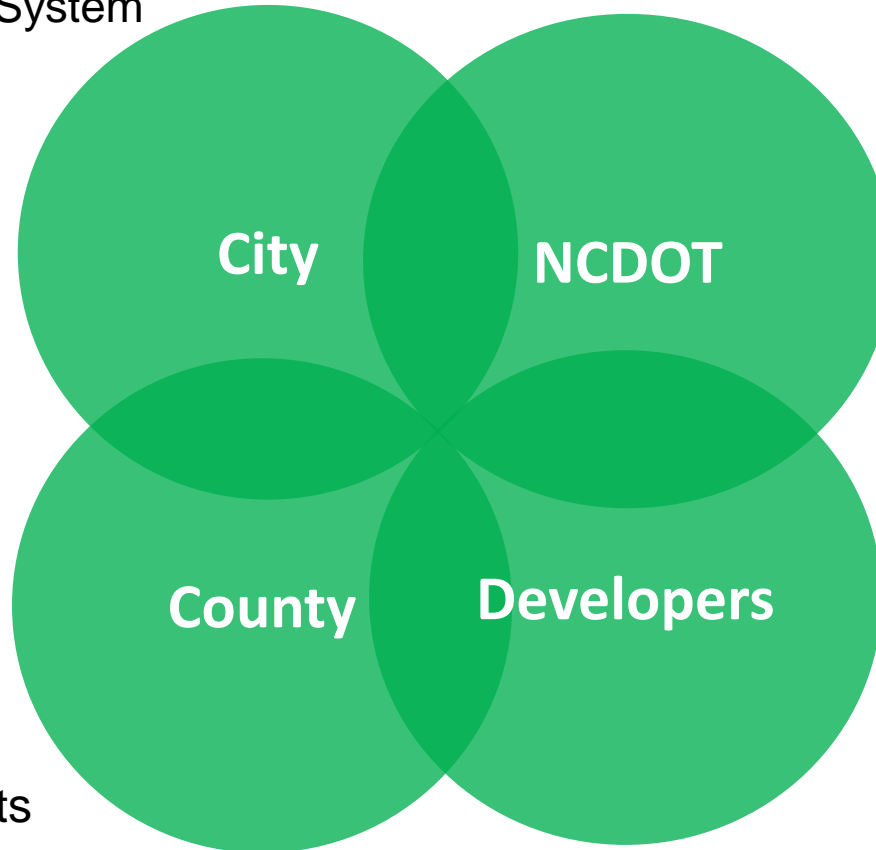
Fiber optic Cables

Private Utilities

The city is built
on all kinds of
different
infrastructure

Who Builds Infrastructure?

- Most Thoroughfares
- Water and Sewer System
- Drainage Systems
- Bridges
- Sidewalks
- Trails



- Interstates and Highways
- Some thoroughfares
- Drainage systems associated with state roadways

- Greenways
- Drainage projects on major creeks

- Most neighborhood streets
- Water and Sewer pipes in new neighborhoods
- Drain pipes and water retention facilities
- Sidewalks

Charlotte's Role in Infrastructure

Charlotte City Council

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graph TD; Council[Charlotte City Council] --> Others[Others]; Council --> City[City];
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Others

- Development Regulations (Subdivision, Zoning, UDO)
- Rezoning Petitions
- Public private partnerships
- Other Partners – NCDOT, County (interlocal agreements)

City

- Charlotte Water
- CATS
- CDOT
- Aviation
- Engineering & Property Management

How the City Builds Projects

Project Phase

Council Action

Project Selection

Plan Adoption

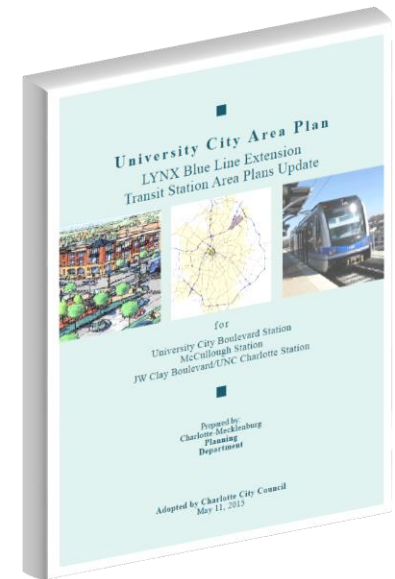
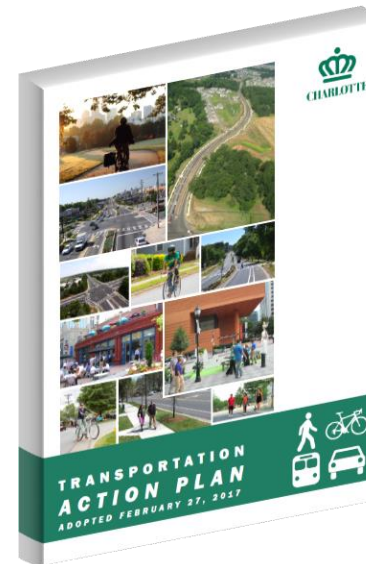
Includes area plans, Transportation Action Plan, etc.

Project Planning and Design

Project Implementation

Community Investment Plan (CIP) Adoption

Identifies projects and programs with budgets



How the City Builds Projects

Project Phase

Council Action

Project Selection

Planning Contract Approval

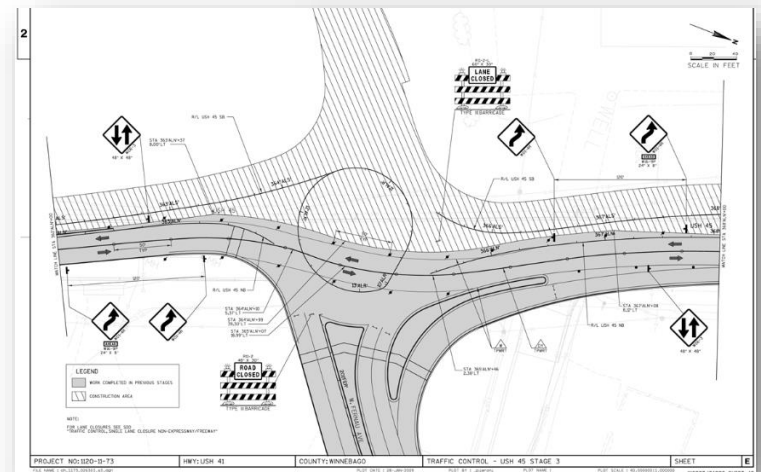
Begins community engagement process, defines scope of project

Project Planning and Design

Design Contract Approval

Begins engineering of the project and creates construction drawings

Project Implementation



How the City Builds Projects

Project Phase

Council Action

Project Selection

Real Estate Purchase Approvals

Provides the City the land rights to construct the project

Project Planning and Design

Construction Contract Awards

Hires private contractor to build project

Project Implementation



Affordable Housing Project Delivery



- Affordable housing is an important component of the Community Investment Plan
- Housing Trust Fund is funded by bond funds
- City works in partnership with developers and non-profits to build units



Renaissance
West

Many Infrastructure Items on Next 3 Agendas

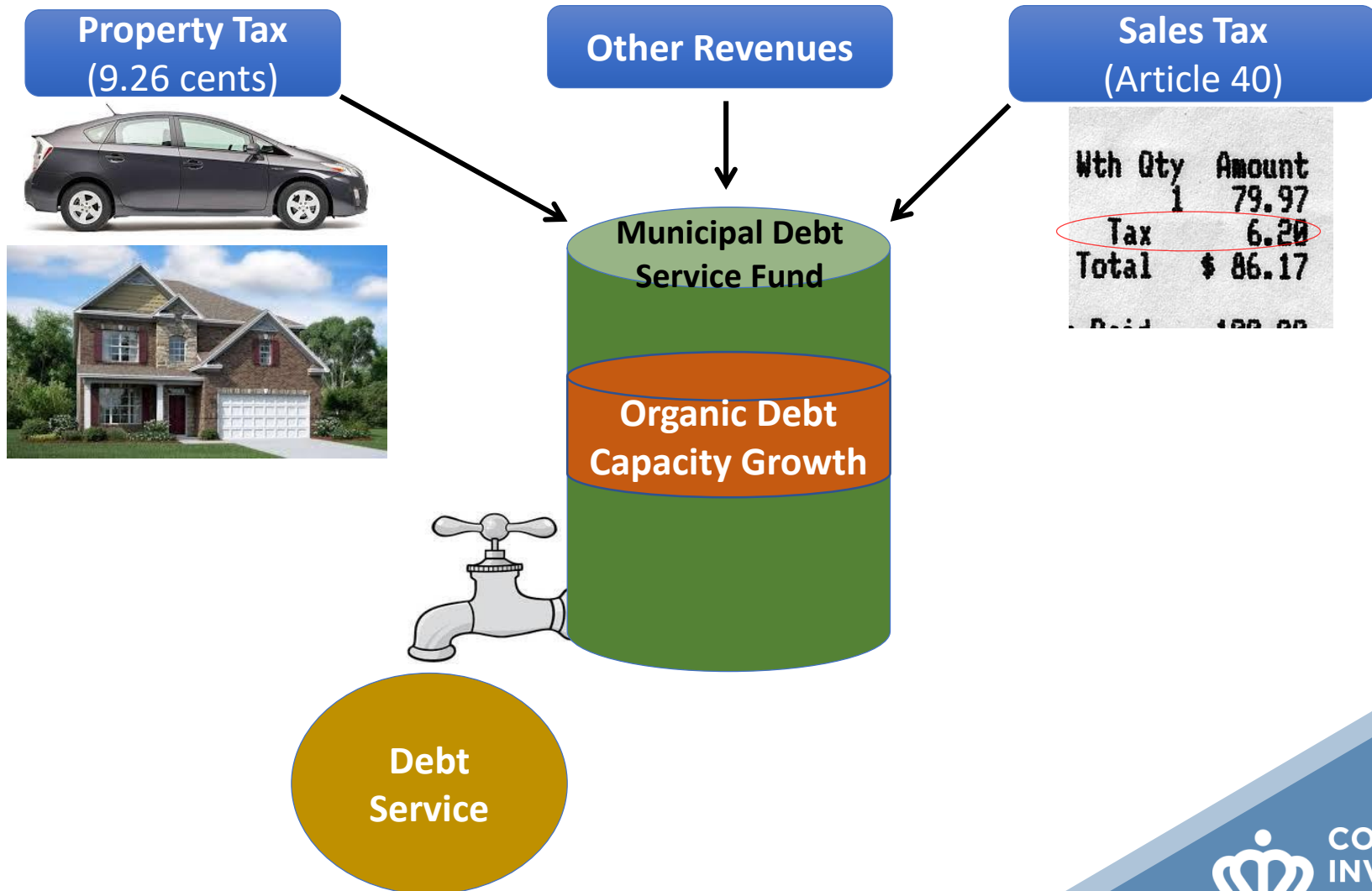
	Aviation	Water/ Sewer	Transportation	Transit	Storm Water	Housing
Private Development		✓	✓			
Funding/ Financing		✓	✓	✓	✓	✓
Planning	✓		✓			
Design		✓	✓			
Real Estate		✓	✓		✓	
Construction	✓	✓	✓	✓	✓	

Types of General Capital Investments

	Equipment & Vehicles	Capital Repair & Maintenance	Community Investments (Major Infrastructure)
Examples	Police vehicles, fire trucks, and garbage trucks	Roof repairs, fire station renovations, and tree replacement	Transportation, Neighborhoods, Affordable Housing
Budget Location	General Fund (Capital Equipment Replacement)	Pay-As-You-Go Fund	Municipal Debt Service Fund
Type of Funding	Cash and/or short-term lease-purchase financing (3-5 years)	Cash	Long-term debt financing (20 yrs.); General Obligation Bonds and Certificates of Participation (COPs)
Primary Funding Sources	All general taxes; grants (e.g. Urban Area Security Initiative)	Property and sales taxes	Property and sales taxes



How is the General Community Investment Plan Funded?



Primary Methods to Finance the General CIP

▶ General Obligation Bonds

- ▶ Referendum required
- ▶ Debt secured by the “full faith and credit” of the City
- ▶ Ex: Affordable Housing, Transportation, and Neighborhood investments



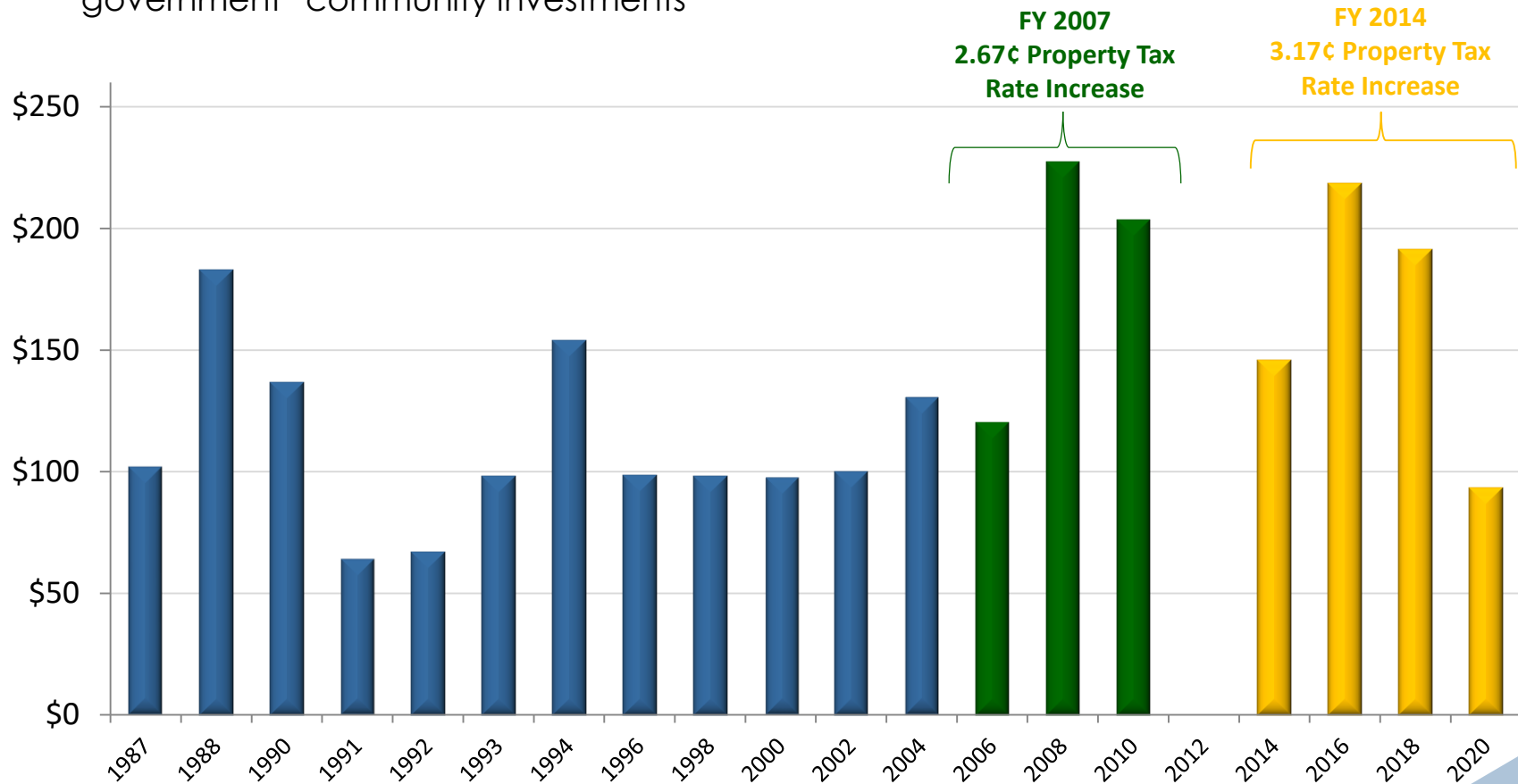
▶ Certificates of Participation/COPs

- ▶ Referendum not required
- ▶ Debt secured by collateral
- ▶ Ex: Public safety buildings and other general government facilities



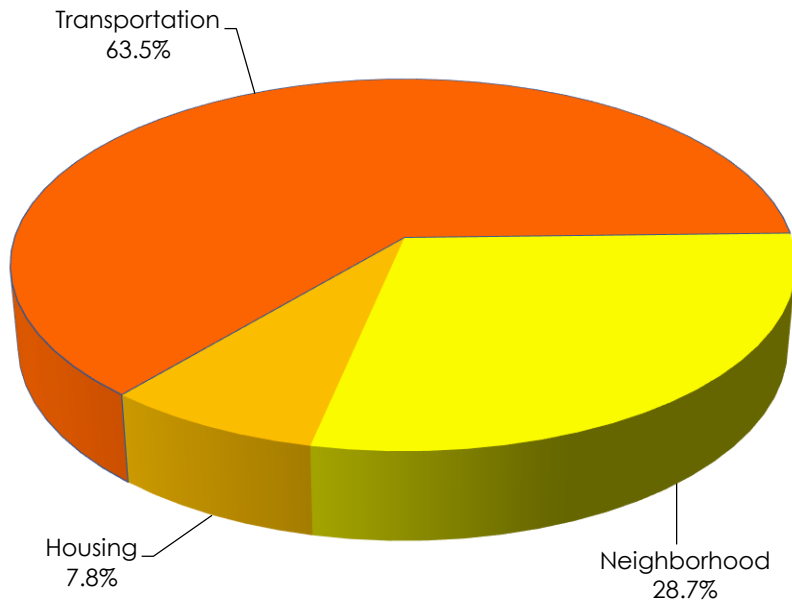
Bond Referendum History

Charlotte has a long history of using General Obligation Bonds to fund it's "general government" community investments



General Community Investment Plan 2018 Investments

2018 Bond Referendum



Total: \$191.5 million*

2018 Investments

Transportation (\$121.5 million):

- Streets, Intersections, Bridges
- Streetscapes, Pedestrian Improvements
- Sidewalks, Bikeways,
- Traffic Controls, Signals, Signs

Neighborhoods (\$55.0 million):

- Streets, intersections
- Sidewalks, bikeways, pedestrian trails
- Streetscapes, curb and gutter
- Public open space, landscaping, lighting

Affordable Housing (\$15.0 million):

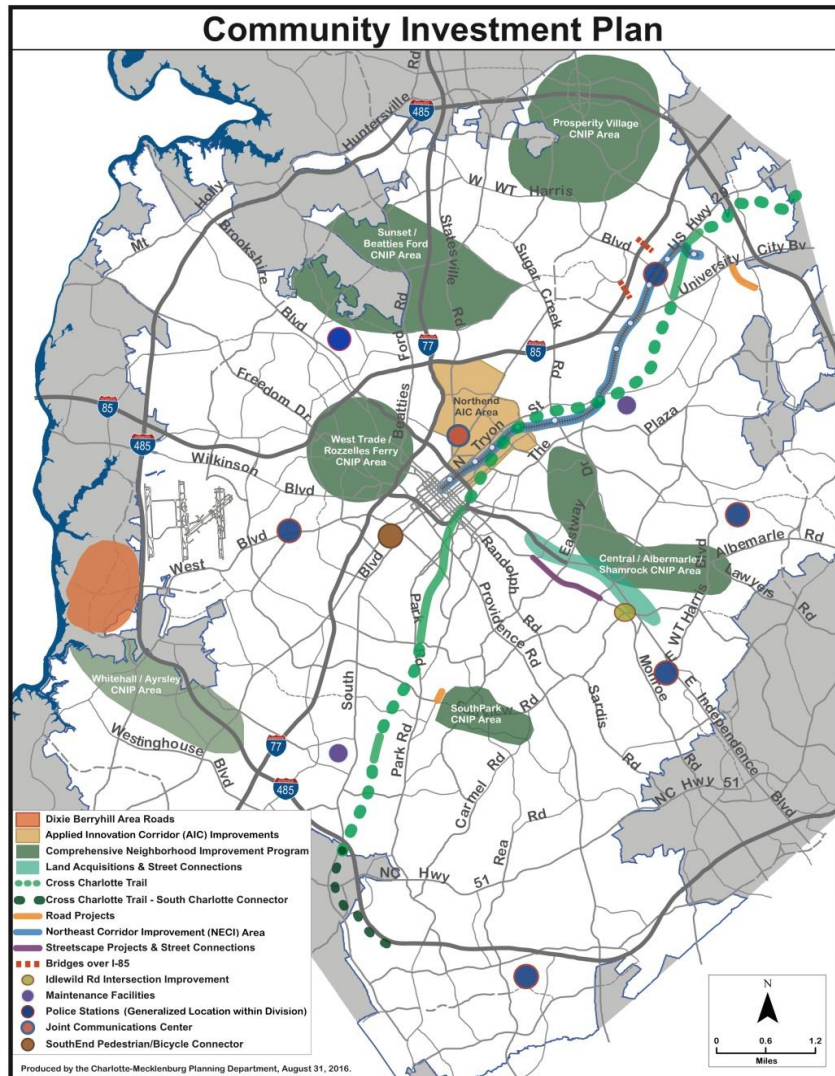
- Low/moderate income affordable housing
- New & Rehabilitated Multi-family housing
- Homeless Supportive Services

Community Investment Plan

*Community Investment Plan is a **long-range investment program** needed to meet the demands of our growing community*



Comprehensive Community Investments for a Growing City



FY 2018 – 2022 Community Investment Plan (CIP) continues the Council-approved **\$884.5 million** capital program occurring over four bond cycles (2014 – 2020), including:

- \$249.5 million approved in 2014 ✓
- \$295.4 million approved in 2016 ✓
- **\$219.8 million programmed in 2018**
- **\$119.9 million programmed in 2020**

Note: Totals include General Obligation Bonds and Certificates of Participation (COPS)

Community Investment Plan Goals

The overall goal of this program is to invest in projects that generate the most benefit and impact to our entire community in the following ways:

Creating jobs and growing the tax base

Leveraging public and private investments

Enhancing public safety

Enhancing transportation choices and mobility

Ensuring housing diversity

Providing integrated neighborhood improvements



Background and Approach

New Paradigm

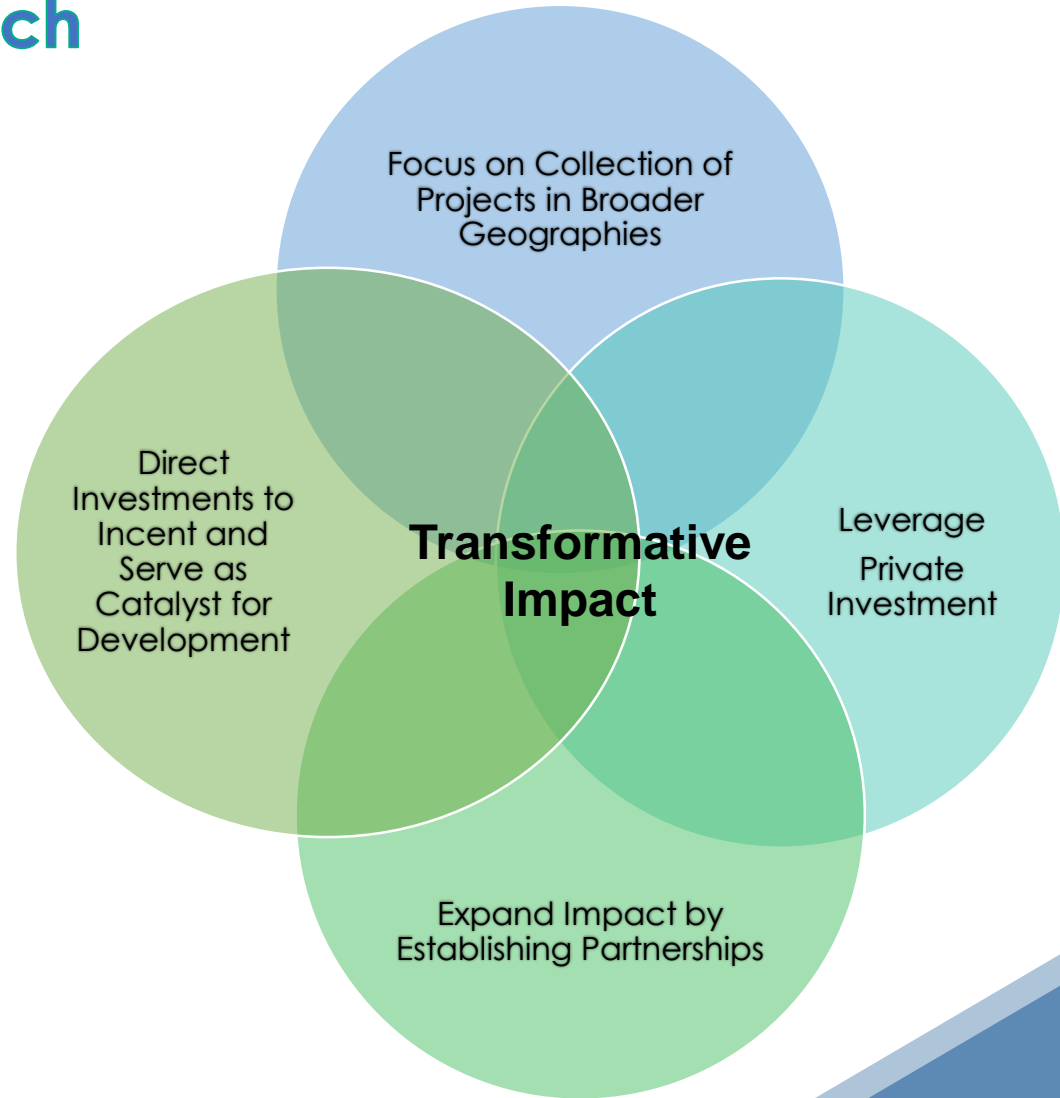
In 2011, the Charlotte City Manager outlined a **new paradigm** for the way the City prepares & develops its future capital plans

Key to the approach was ability to **leverage** public & private investments as **catalysts** for **transformative change** & economic growth

Renamed the program **from Capital Investment to Community Investment Plan** to signal to the community that its “our” plan

Increased **collaboration** across City and County departments

Enhanced **community engagement** with residents and other partners to better understand community **needs, plans and roles**



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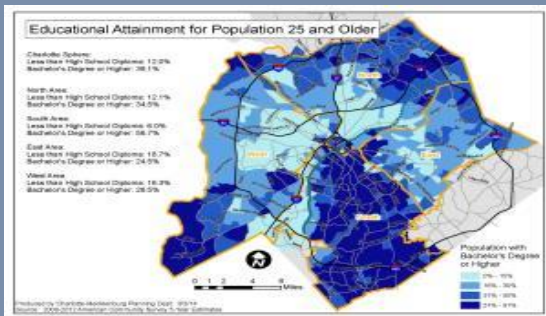
Community Investment Plan Organizational Framework

- Formed broad, **geographically-based interdepartmental strategy teams**
- Teams used data to assess and analyze areas to: 1) identify deficiencies & opportunities, 2) develop goals and strategies, 3) determine projects and investments that could have transformative impacts

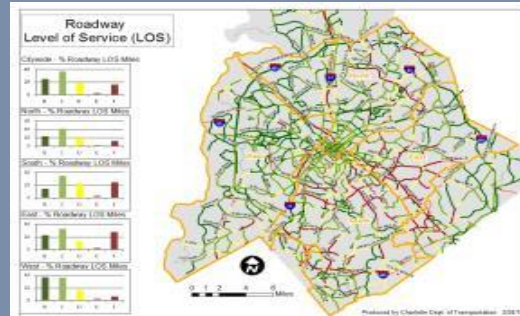
Organizational Framework



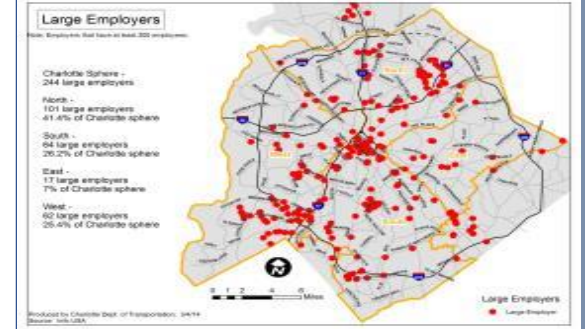
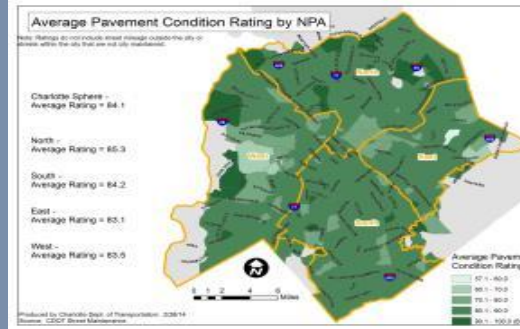
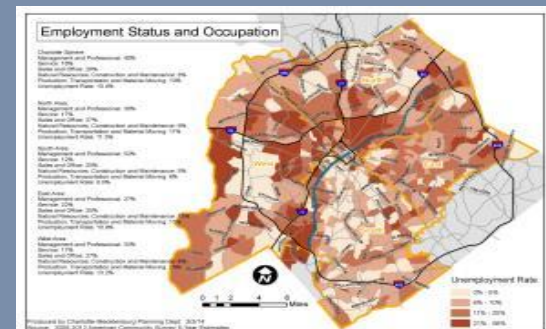
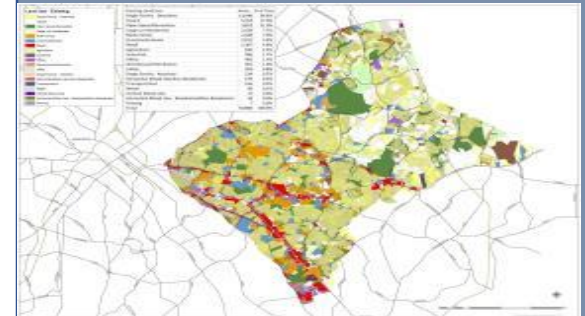
People



Places



Partners



The city's comprehensive, holistic view of neighborhood and community needs collectively address three broad community impacts:

LIVABILITY

- Protecting the environment
- Enhancing public safety
- Increasing availability of housing for all economic levels
- Improving neighborhood amenities

GETTING AROUND

- Providing transportation choices
- Enhancing transit access
- Connecting sidewalks and trails
- Replacing and improving bridges
- Improving and constructing new streets

JOB GROWTH

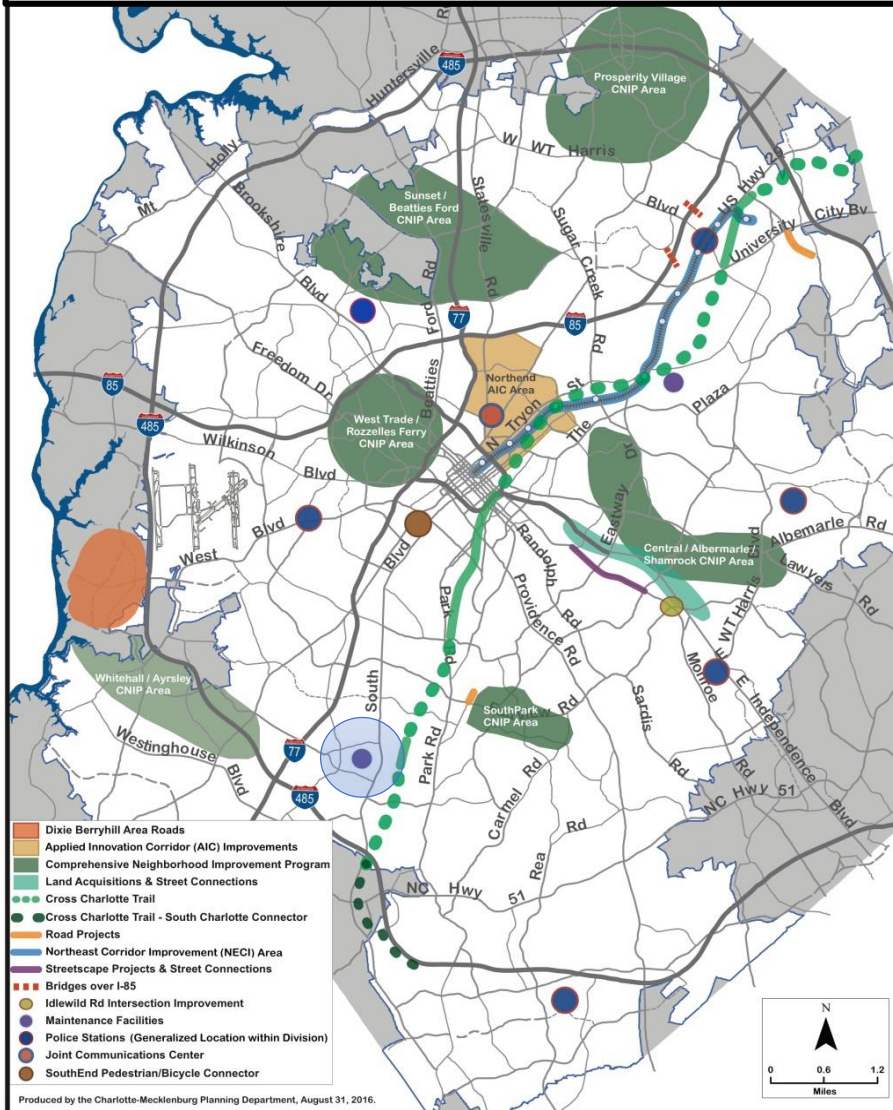
- Stimulating the economy
- Attracting global businesses
- Increasing entrepreneurial and employment opportunities
- Investing in the area around the Airport's Intermodal Facility

Funding Schedule Add these by categories to the following slides then delete or put this in as resource slide

	(2014 & 2016) Funded To Date	(2018 & 2020) To Be Funded	Total Funding	% Funded To Date
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)				
Dixie Berryhill Area Roads	\$ 16,200,000	28,520,000	44,720,000	36.2%
Land Acquisition and Street Connections	20,000,000	5,000,000	25,000,000	80.0%
Monroe Road Streetscape	2,080,000	8,320,000	10,400,000	20.0%
Public/Private Redevelopment Opportunities (Independence Corridor/Central Eastland Corridor)	10,000,000	10,000,000	20,000,000	50.0%
Idlewild Road/Monroe Road Intersection	6,100,000		6,100,000	100.0%
Sidewalk and Bikeway Improvements	2,000,000	6,000,000	8,000,000	25.0%
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	15,480,000		15,480,000	100.0%
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000		15,080,000	100.0%
Northeast Corridor Infrastructure (NECI)	52,000,000	54,600,000	106,600,000	48.8%
Applied Innovation Corridor	15,200,000	13,760,000	28,960,000	52.5%
Neighborhood Transportation Programs	10,200,000		10,200,000	100.0%
Eastern Circumferential	12,064,000		12,064,000	100.0%
Park South Drive Extension	4,000,000	4,632,000	8,632,000	46.3%
Southend Pedestrian/Bicycle Connector	2,000,000		2,000,000	100.0%
Cross Charlotte Multi-Use Trail	30,000,000	5,000,000	35,000,000	85.7%
Cross Charlotte Trail - South Charlotte Connector	3,000,000		3,000,000	100.0%
Sidewalks and Pedestrian Safety	30,000,000	30,000,000	60,000,000	50.0%
Upgrade Traffic Signal System Coordination	6,000,000	9,000,000	15,000,000	40.0%
Upgrade Traffic Control devices	11,000,000	8,000,000	19,000,000	57.9%
Repair and Replace Bridges	7,000,000	7,000,000	14,000,000	50.0%
Housing Diversity	30,000,000	30,000,000	60,000,000	50.0%
Comprehensive Neighborhood Improvement Program (CNIP)	60,000,000	60,000,000	120,000,000	50.0%
SouthPark CNIP	5,000,000	5,000,000	10,000,000	50.0%
Total General Obligation Bonds	\$ 364,404,000	\$ 284,832,000	\$ 649,236,000	56.1%
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)				
Bojangles/Ovens Area Redevelopment	25,000,000		25,000,000	100.0%
Joint Communications Center	76,300,000		76,300,000	100.0%
6 Police Division Stations	35,250,000	25,650,000	60,900,000	57.9%
Land Purchase for Future Fire Stations	4,000,000		4,000,000	100.0%
Sweden Road Maintenance Yard Replacement		22,620,000	22,620,000	0.0%
Northeast Equipment Maintenance Facility	2,080,000	6,500,000	8,580,000	24.2%
Hold for Charlotte Gateway Station and Other Contingencies		37,865,000	37,865,000	0.0%
Total Certificates of Participation	\$ 142,630,000	\$ 92,635,000	\$ 235,265,000	60.6%
REVISED Total All Projects	\$ 507,034,000	\$ 377,467,000	\$ 884,501,000	57.3%

CIP Projects Livable Communities

2014–2020 COMMUNITY INVESTMENT PLAN



Livable Communities

Examples:

- ▶ Comprehensive Neighborhood Improvement Program (CNIP) (\$130.0M)
- ▶ Housing Diversity Program (\$60.0M)
- ▶ Six Police Stations (\$60.9M)
- ▶ Joint Communications Center (\$76.3M)
- ▶ Northeast Equipment Maintenance Facility (\$8.6M)

Livable Communities

Comprehensive Neighborhood Improvement Program



Create places for people to live, work and play



Enhance connectivity for people to get around



Increase mobility for pedestrians and bicyclists



Improve access to greenways and parks

Background

Expansion of the **traditional Neighborhood Improvement Program (NIP)**, intended to address significant infrastructure deficiencies within established neighborhoods

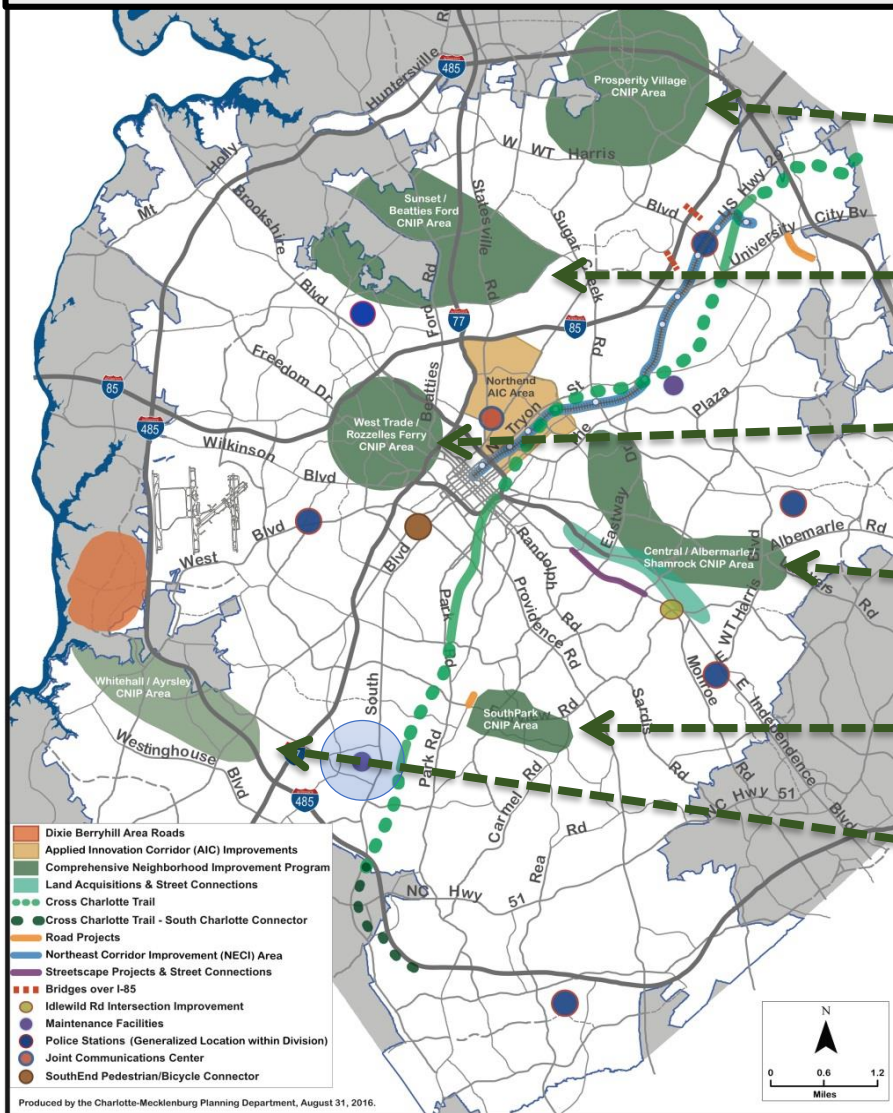
CNIP Program Goals

- Better **multi-modal connections** between neighborhoods, community assets, & major employment, institutional, and retail areas
- Easy **accessibility to transit** & the larger regional network of streets
- Successful **public/private partnerships** that leverage investments & catalyze changes occurring in neighborhoods
- **Enhanced engagement with residents** in determining which investments meet our collective aspirations

Livable Communities

Comprehensive Neighborhood Improvement Program

2014–2020 COMMUNITY INVESTMENT PLAN



Prosperity Village
(\$30M)

Sunset/Beatties Ford
(\$20M)

West Trade/Rozzelles Ferry
(\$20M)

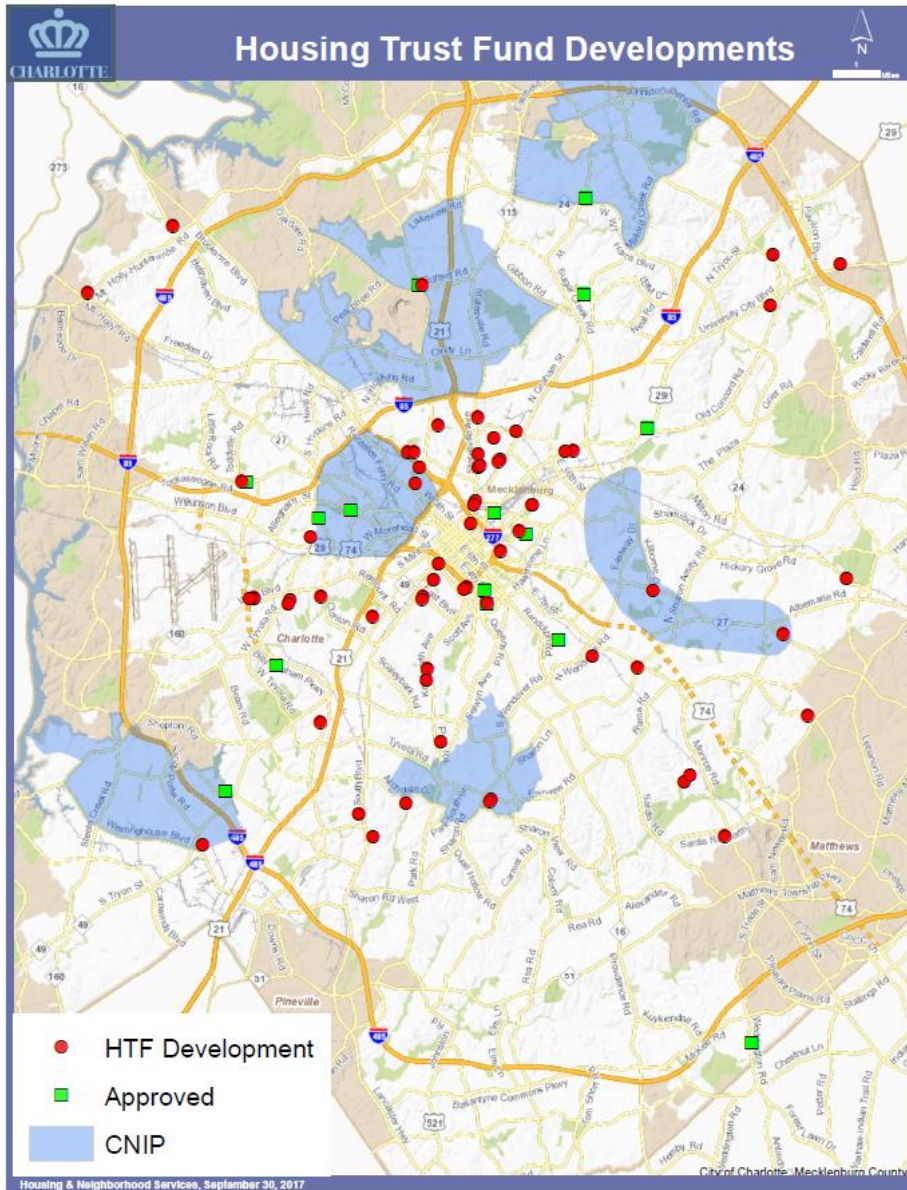
Central/Albemarle/Shamrock
(\$20M)

SouthPark
(\$10M)

Whitehall/Ayrsley
(\$30M)

Livable Communities

Housing Diversity Program



Program Goals

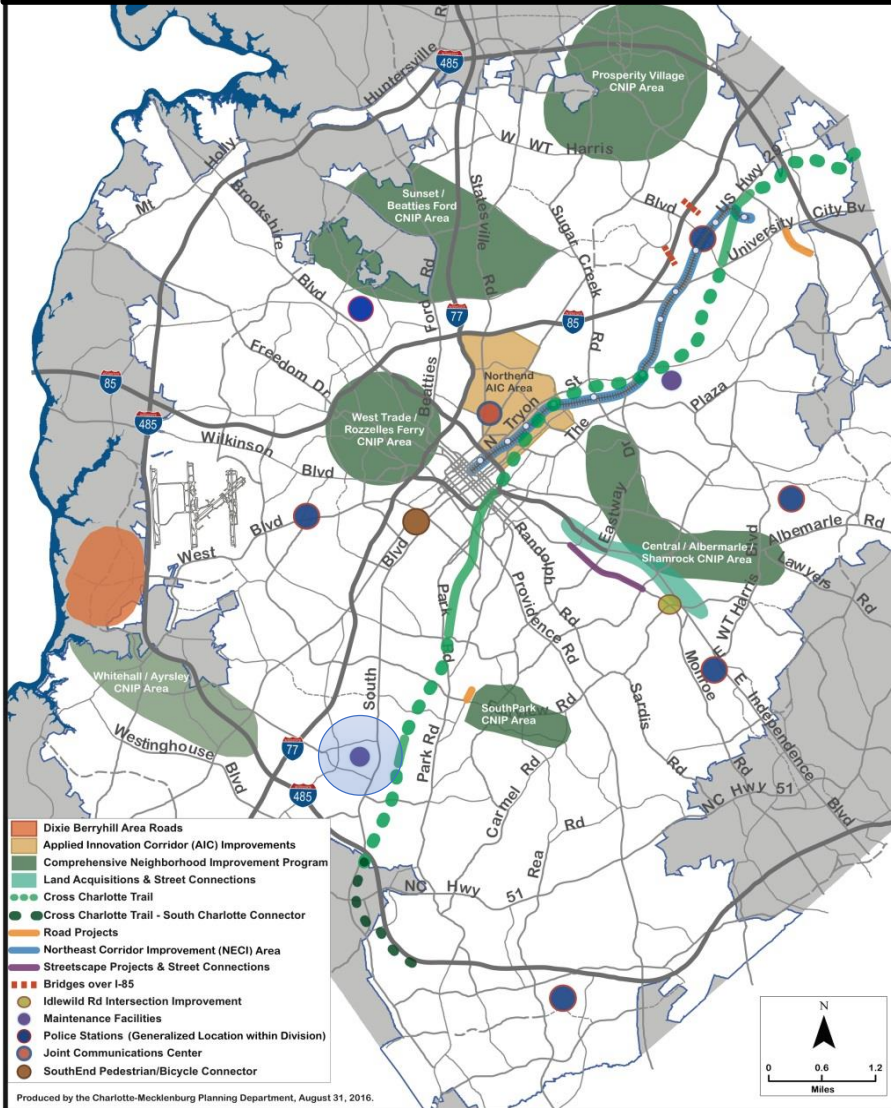
- ▶ Focus improvements in **targeted geographic areas**
- ▶ Create **diverse housing types**
- ▶ Leverage other **City investments**
- ▶ Encourage **private investment**

Program Tools

- ① Land Acquisition (Locational Policy)
- ② Tax Credit Set-Aside
- ③ Supportive Services Housing
- ④ Incentive-Based inclusionary Housing
- ⑤ Single-Family Rehabilitation and Acquisition (Foreclosure/Blighted)
- ⑥ Multi-Family Rehabilitation and Acquisition

CIP Projects Getting Around

2014–2020 COMMUNITY INVESTMENT PLAN

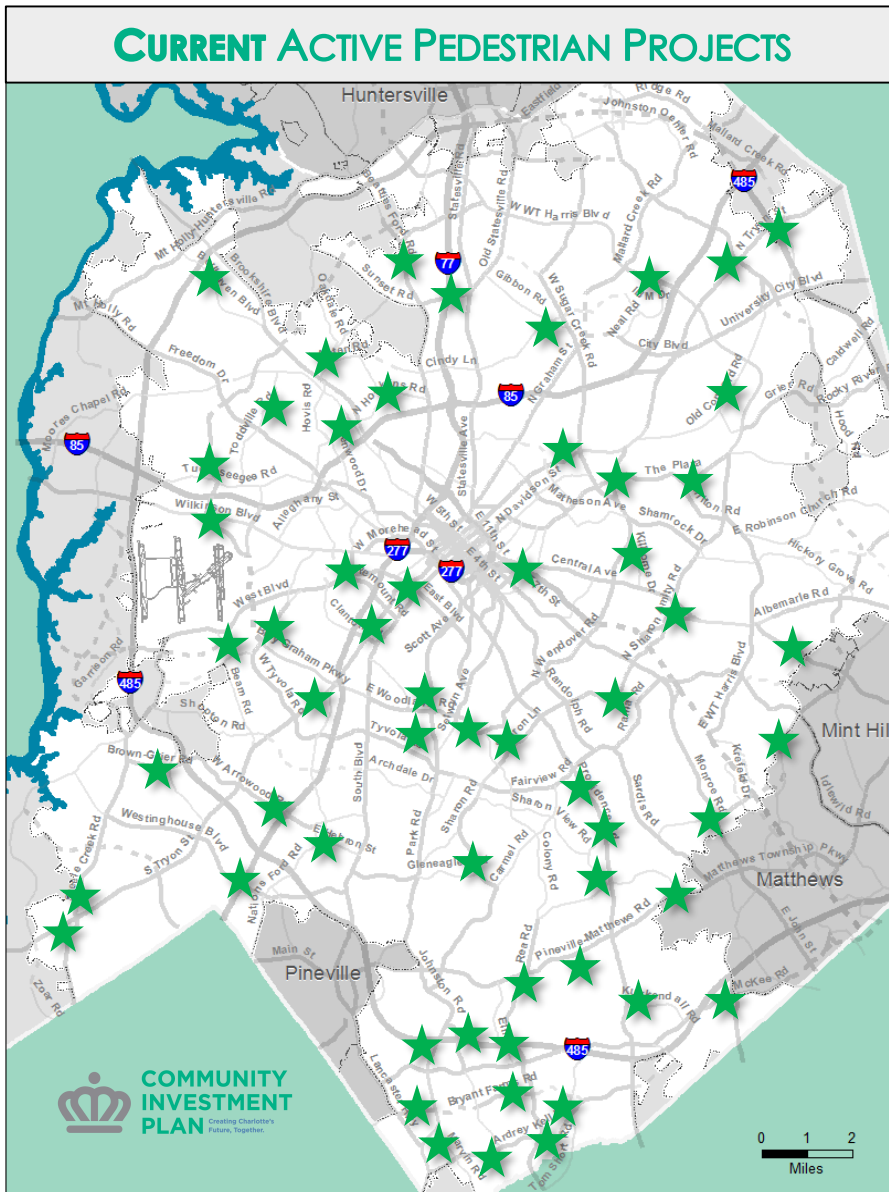


Getting Around

Examples:

- ▶ Sidewalk & Pedestrian Safety Program (\$60.0M)
- ▶ Neighborhood Transportation Program (\$10.2M)
- ▶ Northeast Corridor Infrastructure (\$106.6M)
- ▶ Cross Charlotte Trail (\$38.0M)
- ▶ Southeast Corridor Sidewalk & Bikeway Improvements (\$8.0M)
- ▶ Repair & Replace Bridges (\$14.0M)
- ▶ Traffic Control & Signal Systems (\$34.0M)

Getting Around Sidewalk & Pedestrian Safety Program



Program Overview

- ▶ Ongoing City-wide program
- ▶ **\$15.0M** programmed in each Bond Referenda
- ▶ Governed by the City's Sidewalk Policy
- ▶ Implements area plan recommendations
- ▶ Connects employment, housing, retail and services

Getting Around Neighborhood Transportation Program

Traffic Safety / Increase Street Capacity



Ardrey Kell / US 521

Increase Street Capacity



Blakeney Heath / Elm

Bicycle Program



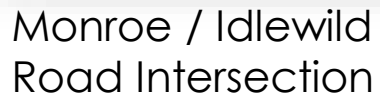
Bike Facilities

Program Purpose

- ✓ Traffic Safety
- ✓ Increase street capacity
- ✓ Public/private partnerships
- ✓ Bicycle Program
- ✓ Traffic calming

Bond Funding

\$5.2M (2014) & \$5.0M (2016)

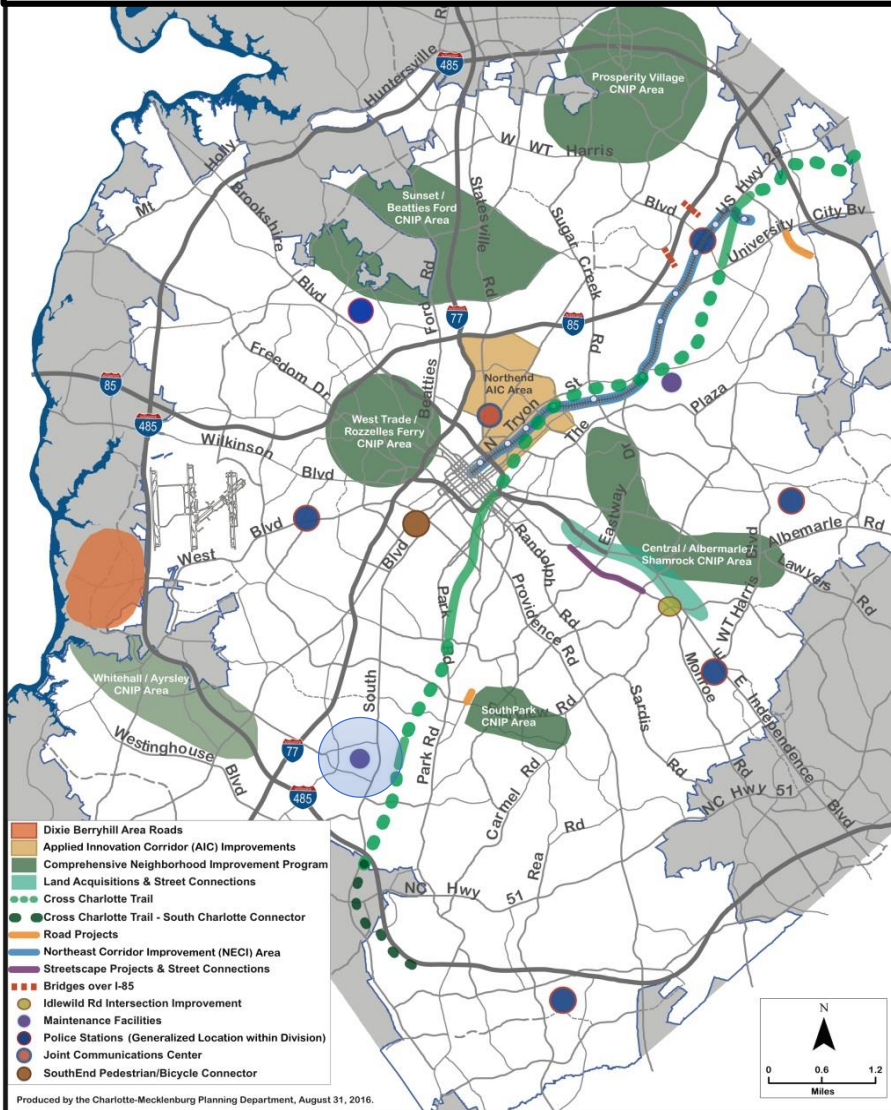


Sidewalk and Bikeway Improvements



CIP Projects Job Growth

2014–2020 COMMUNITY INVESTMENT PLAN



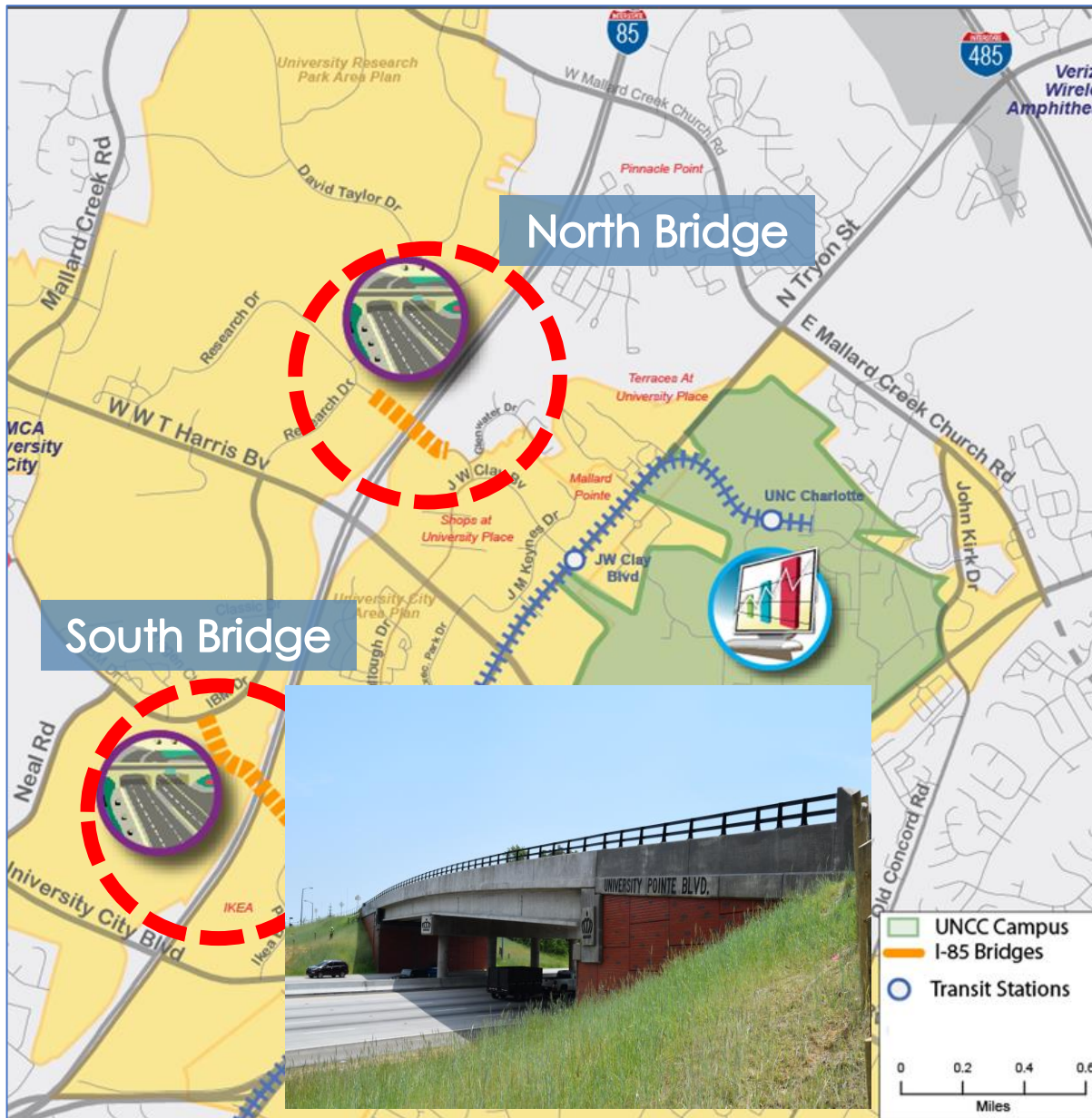
Examples:

- ▶ Bridges Over I-85 (North & South) (\$30.6M)
- ▶ Applied Innovation Corridor (AIC) (\$29.0M)
- ▶ Public-Private Redevelopment (Independence/Central/Eastland Corridor) (\$20.0M)
- ▶ Monroe Road Streetscape (\$10.4M)
- ▶ Southeast Corridor Land Acquisition & Street Connections (\$25.0M)
- ▶ Dixie Berryhill Area Roads (\$44.7M)
- ▶ Bojangles/Ovens Area Redevelopment (\$25.0M)

Job Growth

North and South Bridge

- ▶ Local Connections
 - Employment centers
 - Blue Line Extension (BLE) stations
 - UNCC
- ▶ Bike & pedestrian facilities
- ▶ Alternatives to highly congested major thoroughfares
- ▶ Recommended in 2 Area Plans



Job Growth

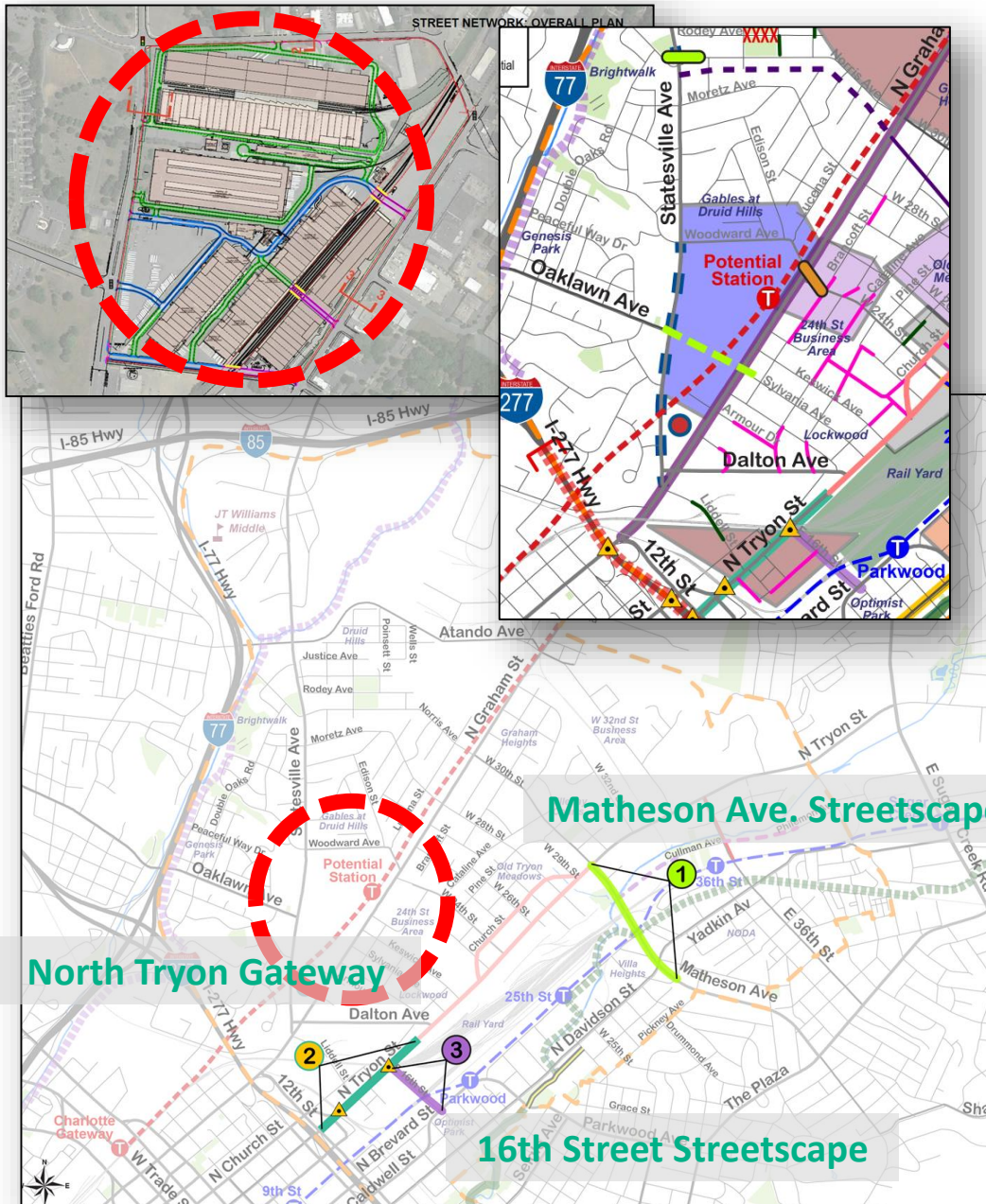
Applied Innovation
Corridor/Camp North End

Program Goals

- ▶ Creating revitalized urban community as a “foundation”
- ▶ Improve connectivity, including bike/ped, & aesthetic streetscapes
- ▶ Enhance place-making & gateway features to/from Uptown
- ▶ Improve perception of the surrounding area
- ▶ Complement & leverage public and private investment

P3 Opportunity

- ▶ ATCO Mixed-use Development
- ▶ Adaptive reuse of existing building stock
- ▶ \$15M Infrastructure Reimbursement Agreement



What Have We Learned?

- Community infrastructure needs far outpace available resources
- Community Engagement is critical for ensuring projects meet community expectations and desires, and this engagement can take time
- Project delivery is not as fast as we would like
- Construction cost escalation and other factors are impacting ability to deliver projects within original cost estimates
- Voter support for community investment plan has increased

Bond Package	2006 Voted Yes	2008 Voted Yes	2010 Voted Yes	2014 Voted Yes	2016 Voted Yes
Transportation	66.56%	74.37%	63.92%	70.18%	76.83%
Housing	57.70%	62.56%	57.04%	63.59%	69.95%
Neighborhood Improvement	63.06%	69.74%	62.53%	71.08%	77.86%

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STOP

